

Task Order No. 832
USAID Contract No. PCE-I-00-96-00002-00

**Egyptian Environmental Policy Program
Program Support Unit**

Tranche 2, Objective 6

***Functions and Team Building for the
Planning, Follow-up, and
Technical Cooperation Department, EEAA***

Dr. Will Owen

May 2002

PSU-76

for
**U.S. Agency for International Development
Cairo**

by
**Environmental Policy & Institutional Strengthening
Indefinite Quantity Contract (EPIQ)**

A USAID-funded project consortium led by International Resources Group, Ltd.

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Fact Sheet

USAID Contract No.:	PCE-I-00-96-00002-00 Task Order No. 832
Contract Purpose:	Provide core management and analytical technical services to the Egyptian Environmental Policy Program (EEPP) through a Program Support Unit (PSU)
USAID/Egypt's Cognizant Technical Officer:	Holly Ferrette
Contractor Name:	International Resources Group, Ltd.
Primary Beneficiary:	Egyptian Environmental Affairs Agency (EEAA)
EEAA Counterpart:	Eng. Dahlia Lotayef
Work Assignment Author:	Dr. Will Owen
Work Assignment Supervisor:	Dr. Jan Laarman
Work Assignment Period:	May 2002

Preface

Through competitive bidding, the U.S. Agency for International Development (USAID) awarded a multi-year contract to a team managed by International Resources Group, Ltd. (IRG) to support the development and implementation of environmentally sound strategic planning, and strengthening of environmental policies and institutions, in countries where USAID is active. Under this contract, termed the Environmental Policy and Institutional Strengthening Indefinite Quantity Contract (EPIQ), IRG is assisting USAID/Egypt with implementing a large part of the Egyptian Environmental Policy Program (EEPP).

This program was agreed-to following negotiations between the Government of the United States, acting through USAID, and the Arab Republic of Egypt, acting through the Egyptian Environmental Affairs Agency (EEAA) of the Ministry of State for Environmental Affairs, the Ministry of Petroleum's Organization for Energy Planning, and the Ministry of Tourism's Tourism Development Authority. These negotiations culminated with the signing of a Memorandum of Understanding in 1999, whereby the Government of Egypt would seek to implement a set of environmental policy measures, using technical support and other assistance provided by USAID. The Egyptian Environmental Policy Program is a multi-year activity to support policy, institutional, and regulatory reforms in the environmental sector, focusing on economic and institutional constraints, cleaner and more efficient energy use, reduced air pollution, improved solid waste management, and natural resources managed for environmental sustainability.

USAID has engaged the EPIQ contractor to provide Program Support Unit (PSU) services to EEPP. The PSU has key responsibilities of providing overall coordination of EEPP technical assistance, limited crosscutting expertise and technical assistance to the three Egyptian agencies, and most of the technical assistance that EEAA may seek when achieving its policy measures.

The EPIQ team includes the following organizations:

- Prime Contractor: International Resources Group
- Partner Organization:
 - Winrock International
- Core Group:
 - Management Systems International, Inc.
 - PADCO
 - Development Alternatives, Inc.
- Collaborating Organizations:
 - The Tellus Institute
 - KBN Engineering & Applied Sciences, Inc.
 - Keller-Bliesner Engineering
 - Conservation International
 - Resource Management International, Inc.
 - World Resources Institute's Center For International Development Management
 - The Urban Institute
 - The CNA Corporation.

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Introduction

The Retreat was planned by the head of PFTC, Eng. Dahlia Lotayef and EEPP facilitators. It is the first of a series of retreats aimed at improving department performance and EEAA program planning. For several months the PFTC has used a method to improve its internal organization and productivity. In the process of looking at itself, the department

- a. looked at all of its Civil Service approved functions and set up,
- b. specified in detail all the various work outputs it is required to produce
- c. re-confirmed an interim organizational structure of four units
- d. provided opportunities for staff to select specializations
- e. anticipated constraints in implementing the decision to reorganize.

The four units for the department are seen to fit the existing work load and personnel. The list of outputs for the department is seen to be what is required by law and by professional standards of program management and international cooperation. By combining the Civil Service structural system with purpose and objectives (the work outputs), is expected to become more manageable and more productive. Now that the department has used this methodology successfully on its own performance problems, it can undertake a similar reorganization any time conditions may warrant.

The Retreat was a concluding event in the reorganization effort by PFTC, and is included as tasks 5 and 6 in the EEPP Tranche 2 work plan. The draft agenda for the Retreat is Attachment 1. The actual implementation of the agenda is Attachment 2.

The Minister of State for the Environment and the EEPP National Coordinator visited the Retreat and had informal discussions with the PFTC. The Minister told the PFTC of the high expectation he held for the department. He established a sense of pressure on the PFTC group which helped streamline the deliberations at the Retreat so that all objectives were met.

Objectives and Expectations of the Participants

The facilitator team proposed a set of six learning objectives for the retreat that are listed in Attachment 3., PFTC Retreat Objectives. The primary focus was to generate a common understanding about functions and structures for PFTC, including details about the outputs of the department and its sub-divisions.

The expectations of the participants are listed in Attachment 4., Expectations for the Retreat Listed by the Participants. What the participants volunteered as their aims agreed with the retreat objectives that had been planned. However, PFTC members added concerns about social relations, communication and the integration into the department of the four staff members from International Relations. This unit was added to PFTC a month ago through a ministerial order. The facilitator acknowledged the extra needs of the PFTC group and suggested that improved communication and social relations would be a by-product of the group method used in the retreat.

PFTC staff said that their first priority was clarity and detail about the roles and responsibilities of the department, its sub-divisions and the individuals within. They wanted to know the scope of their jobs in planning so that they could better communicate their work to other departments in the Agency and work with them more effectively.

Overview of the Existing Organizational Environment within which the PFTC Operates

Engineer Hany Ezzat launched the analysis of the PFTC organizational environment with a short presentation on the dimensions of SWOTs analysis. SWOTs stands for strengths, weaknesses, opportunities and threats to the institutional unit one has selected to study. Three groups of PFTC staff used Attachment 5, SWOTs Analysis Form (Arabic) to guide their review of the status of PFTC within the Agency. The results are listed in Attachment 6., SWOTs Analysis, Groups A,B,C, Arabic and English.

The three groups produced similar content and detail on all of the four SWOTs dimensions. All groups were aware of the overall talent that the department possessed in addition to its experienced leadership. No group, however, was explicit about the impact of macro-level factors. The influx of new senior staff to the Ministry or the added linkages with the Ministry of Agriculture, utilities and donors, etc. were not mentioned as opportunities for or as threats to planning and policy-making at the Agency.

Again, the SWOTs highlighted concerns about the internal operations of PFTC: vision, structure, communications, measurement of performance, facilities/tools proportionate to workload, delegation, etc. Staff voiced a concern that the quality of their output was being affected negatively by work overload and by last-minute assignments.

PFTC staff mentioned a need for greater awareness of the higher objectives of the environment sector, the priorities of the Agency and its executives, departments and programs. With such an understanding, PFTC staff could reach out more effectively to other partners to produce quality work. Staff are often too busy to communicate effectively with partner resources due to the limited time available to complete assignments.

Functions and Organizational Structure of the PFTC

Dr. Mike Smith started the exchange concerning the organization of the PFTC. He reviewed the organizational chart for the department presented in the June, 1995 TEAM Misr document, presented in Attachment 7., EEAA Organizational Chart for the Technical Support Central Department and the Planning General Department. This document with organization charts and TORs for positions was approved by the Central Agency for Organization and Administration (CAOA, Tanzim) as the official EEAA structure and staffing plan. Dr. Mike Smith concluded that the operations of the existing PFTC correspond to the functions of two general departments in the 1995 organizational structure. He recommended a return to the 1995 organizational set-up with the following modifications:

- the two departments be merged, i.e., the Central Department for Technical Support (with 3 operational units) and the General Department for Planning and Follow-Up (with 2 units),
- the Disaster Management unit be transferred out of Technical Support to be an operational unit elsewhere
- the existing executive support functions of the Agency be recognized and allocated to the Technical Support Central Department (a single unit).

These modifications are captured in Attachment 8., Proposed Organization Chart for Technical Support, in which the Technical Support Department manages a total of six units: Executive Support, Middle East Agreements (MEA), Project Development and Funding, Technical Support, Program Planning and, lastly, Work Planning and Follow-Up.

A first response to the six-unit proposal for PFTC was that, in the short run, it would not be feasible because:

- a.) the level of specialization (6 areas) is beyond the immediate needs of the current operations of the PFTC. Program planning and follow-up for the Agency are not yet full time functions. Although they are receiving greater priority, for the time being, they should remain a single specialization.
- b.) filling the two mid-level management positions (Director Generals) would be difficult. These individuals would need to be technically competent and possessing management skills
- c.) Project development, funding and technical support could be combined and devoted to reach out to all stakeholders in the environment sector of the country. Insights from this work at the national level would be coordinated and shared with the Agency planning and follow-up group to improve strategic, long-term and annual programs.

The Executive Support function was ambiguous to the participants. It was seen as a cluster of activities that would change daily according to the requirements of the Minister and CEO. Highly responsive staff would be needed and the work would need daily supervision of each and every task. Executive support activities would be difficult to package into longer-term tasks that a staff member could achieve with some independence.

The Minister's Visit

Eng. Dahlia Lotayef briefed the Minister on the history of planning at EEAA. Until recently, the planning function was done in order for the EEAA to meet donor requirements. Planning was not done for Agency programs and projects. A more detailed planning system is a priority need for the Agency. The system would help guide the design of work of the departments as well as the work of the Agency with other ministries, institutions and stakeholders concerned with the environment.

At present the PFTC has a logical group of functions that operate effectively in response to international opportunities. The International Relations unit helps forge foreign conventions. These agreements often give rise to programs and projects. PFTC Technical Cooperation staff help formulate the ideas into projects and secure donor funding. Next, PFTC Technical Support staff troubleshoot and monitor the implementation of the donor projects that are authorized. See Attachment 9., Role of EEAA/PFTC Units in International Cooperation. With the increase in PFTC staff this year, monitoring, feedback and evaluation will receive greater attention. PFTC plans issuing annual reports on the quality of donor programs for use in future international negotiations.

The pattern of work shown in Attachment 9 has allowed the Agency to anticipate and to prepare for donor negotiations. But greater readiness is needed through greater use of existing information (NEAP, GEAPs) and continued strategic thinking and planning. A similar level of intelligence and preparedness needs to exist within the EEAA in order to develop its own investment plans and detailed department annual work plans that operate independently of donor agreements.

Attachment 10., Readiness for International Support to Environmental Programs, illustrates the gap that exists between need Agency efforts to prepare broad programs (NEAP, GEAPs, 5-Year Plan) and its efforts to prepare donor programs (agreements, projects). Better understanding and use of the long term plans could stimulate more initiative and guidance during Agency exchanges with international institutions.

Eng. Dahlia Loteyef explained that the environmental disaster management contingency planning function and department had been separated out of the Agency program planning functions. Its orientation had been toward confronting and combating disasters and emergencies. Disaster Management had taken on an operational logic more than one of planning for prevention.

During the open discussion with the Minister, PFTC members expressed concern that the formal attachment of executive support to the department, while providing prestige, might disturb on-going technical work. The Minister suggested that one executive secretary should be added to the PFTC. Additional material and organizational constraints to departmental performance were highlighted to the Minister when Yasmine Fouad reviewed a flipchart showing a SWOTs analysis for the department.

The Minister recommended that the department continue with staff training and workshops. He mentioned that the training must be judged by what new performance takes place back at the office.

Meeting on the Meeting with H.E. the Minister

After lunch, the PFTC met to discuss the key results from the meeting with H.E., Minister Mahmoud Riad Tadrous. Attachment 11. Key Items in the Meeting with the Minister, lists the points that were made. Participants felt that the Minister had given the PFTC recognition and had supported the internal effort to define and reallocate responsibilities, including making explicit the work of executive support. Participants also felt that they will be under pressure from the Minister to sacrifice and to perform on the job.

Organization and Performance of PFTC

An open discussion followed concerning ways to better manage the work of the department and the specialized units. Staff confessed that they were often working wrong, taking much time to acquire or to find information. Moreover, the four new PFTC staff would need time to learn their jobs. Old staff placed into new specializations too, would need time to learn and to perform. For the short run, productivity might drop. Meanwhile, the Minister expects a quick response from PFTC.

One way to summarize the deliberations of the afternoon is to list norms of behavior that staff expressed. Attachment 12., Norms of Behavior for PFTC gives the model behaviors that the department would like to see more of in their relations with other departments as well as among themselves. Below is a sample of norms with comments:

- a.) “We do research in order to launch strategic direction for the Agency or for a technical department. Other departments then take the lead in project planning and implementation.” Examples would be the trade and development theme (Tunisia protocol) and ISO 14001 for export promotion.
- b.) “We are careful to distinguish the outputs we produce (our full responsibility) in contrast with an output produced by another department.”

PFTC produces planning guidelines and questionnaires, sets up a planning process and may compile a final document for the CEO from input from the departments. Line departments, in contrast, are responsible for making their program planning decisions and packaging them into a plan of action. In other words “we coordinate, contract the use of consultants, give support, but we do not step in to do program planning or to write the plans of other departments.”

- c.) “We maintain quality standards by working in teams and offering critique among ourselves. We write quality standards into guidelines, TORs and contracts.” PFTC uses these management tools to hire others and to monitor and follow-up the quality of their work.

Day One ended on the note that the department focus attention on Day Two on the outputs and deliverables it produces each year. The details of these tasks would be the basis for defining the organization of PFTC as well as formulating and agreeing upon the departmental annual work plan.

Summary of Day One and Start of Day Two

Eng. Dahlia Lotayef gave a summary of Day One to start the second day of the retreat. Her key points were:

- a. The Minister saw our core strengths as international cooperation (donor projects) and executive support.
- b. our challenge will be how to strengthen the new functions of EEAA program planning while keeping up the effectiveness of the department as a whole.
- c. The Minister will give us time for developing the planning and follow-up function.
- d. Eng Dahlia Lotayef sees the advantages and approves specialization within PFTC as the way to direct staff to achieve agreed upon tasks. What is next is to agree on the best ways to implement and direct (not manage) the new structure of work

Model of Communications around and within PFTC

Mohammed Ismail presented a model and analysis of communications at EEAA, particularly applied to the PFTC. Attachment 13., Model of Communications around and within PFTC., clarifies the types of target outputs that the PFTC is contributing to, namely the decisions of EEAA senior officials, such as the Minister, the CEO, the Secretary General and the department heads. The model can help PFTC spot its weaknesses and improve its outside relations.

The second chart in Attachment 13 anticipated the need for PFTC to improve the management of the tasks and people inside the department in order to be productive within the new organizational set-up. A list of needs were specified concerning the internal workings of the PFTC. Included in the list was priority-setting, top-down communications, delegation to designated staff members and to resource staff members, the role of middle management, central filing, archiving, the management of shared computers as well as the role of the department head. Application of the model and performance improvement strategies for relations external to the department was not discussed.

Identifying PFTC Basic Outputs and Deliverables

The agreements and understanding of the prior sessions of the retreat were tested now by asking all PFTC staff to go into the details of their work. The 14 participants formed 6 groups to construct lists of all the major outputs of the department following the proposed Technical Support Department model, Attachment 8. For resource materials, the staff made use of the following:

Attachment 4., Expectations by Participants,
Attachment 14., Draft Outputs for Units, the Technical Support Central Department (Dr. Mike Smith)

Attachment 19., Sample TORs for the Units, Technical Support Central Department, (Dr. Mike Smith)

Some groups specifying PFTC output worked haltingly, possibly because they were made up of 2 or 3 individuals, some with limited work experience in PFTC. To complete the task, they used the reference materials and had assistance from resource persons.

Interim-phase Proposal

Rather than to listen immediately to reports on PFTC outputs, this session was given to Eng. Dahlia Lotayef. She discussed a modified organizational chart to serve the department for the start-up period of using specialized units. Attachment 15., Interim-phase Proposal shows the four-unit set-up that she proposed. Her arguments for starting with less specialization in the department were the same as her initial response on Day One identified on page 3 (items a., b., c.).

With department tasks better specified and PFTC staff anticipating more independence with the move toward specialized units, it was time in the Retreat to ask individuals to select themselves into one of the four interim units in Eng. Dahlia's model. PFTC individuals showed a reluctance to make such a choice. Rather, a number of staff preferred to study the outputs list again before committing themselves to a specialty. Most staff showed a preference for working in international relations. This unit is clearly the priority for the Minister. A few were interested in the planning work that would be focused increasingly upon EEAA programs and projects. The other priority of the Minister, the executive support unit, solicited minor interest on the part of PFTC staff.

PFTC Outputs

Taking Eng. Dahlia Lotayef's four-unit model as the phase one organization for PFTC, the groups presented their work on outputs. Individuals with experience in one of the specialties were asked to compile and present the outputs for the specialty that the group had defined. Eman el Leithy presented the outputs for both the planning and the follow-up units. The results of the presentations are listed in Attachment 16., Draft List of Outputs and Deliverables for PFTC.

Several overlaps and needs for coordination were identified across the four divisions within the department. An example was the production of the Annual Report on the State of International Cooperation. The report is a compilation of the problems and achievements of donor programs and projects. The planning unit, with the assistance of the technical support unit, would supply the basic analysis to the international cooperation unit. Similarly, the State of the Environment Report should be an output of the planning unit. It would make use of resource people from technical support and possibly a consultant.

Summary

The PFTC group met its own expectations and the retreat objective of adding details to the organization, tasks and deliverables of the department. Yet, despite the promise of greater specialization and independence, PFTC staff were reluctant to publicly show their decisions about where in the departmental set-up would they place themselves. They postponed showing their preferences and decisions to a more private time after the Retreat. The final decision on staffing of the department is an internal matter of the EEAA.

PFTC as a whole produced a clearer view of the phases of specialization it passes through as the department grows in staff, experience, resources, responsibility and standards of performance. Individuals at PFTC have the opportunity to work as members of a pool of resources to be allocated tasks on a need basis. Alternatively, staff may choose to pursue one of four specializations. As Eng. Lotayef stated, the level of anyone's responsibility at PFTC and the rate that a person accumulates experience rests primarily with each individual. Given this policy, staff motivation and commitment should be improved.

The four units for PFTC are seen to fit the existing work load and personnel. The list of outputs for the department is what is required by law and by professional standards of program management and international cooperation. Combining the Civil Service structural system with the new clarity of purpose and work objectives (outputs) should contribute directly to better management and productivity at PFTC. Now that the department used this methodology successfully on its own problems of allocation of responsibilities, it can undertake a similar reorganization any time conditions may warrant.

While Retreat-1 concluded with a gap between “what should be done (ideas, plans, norms) within the department” and “how to do it” (behavior). The resources exist to close the gap. Management training, technical assistance, overseas study tours and direct work experience all are available to the department in 2002-03. The department enjoys for the time being the interest and the authority of the head of the Agency. All these ingredients suggest that PFTC capacity will increase and be able to make a larger contribution to environmental policy, planning and delivery.

Attachment 1 – Draft Agenda

Functions & Team Building for PFTC **April 11th & 12th, Mena House Hotel, Cairo**

Day One:

9:30-10:00	Hotel check in and logistics
10:00-10:30	Welcoming, agreement on workshop objectives
10:30-12:00	Analysis of the organizational environment of the PFTC Group Work Presentations
12:00-12:30	Coffee break
12:30-13:30	Presentation of models and documents concerning functions and structure of the PFTC
13:30-14:30	Small group review and discussion of PFTC functions and structure
14:30-16:00	Lunch
16:00-17:00	Feedback session: 1: Each group presents feedback on PFTC functions, structure and modifications 2. Modifications discussed and agreed upon

Day 2

09:00-10:00	DL: review of day one outcomes and discussion
10:00-11:30	What are the basic outputs of the planning department? Small group discussion and presentations
11:30-14:00	Prayer-Lunch
14:00-15:30	How are we going to manage the process of producing these outputs ? Small groups and presentations.
15:30-16:00	Summary of Retreat-1 Expectations for Retreat-2.

Attachment 2 – Implementation of Agenda

Day One:

10:00-12:00	Objectives of PFTC Retreat-1 Expectations of Participants Listed and Discussed SWOT's lecture by Hany SWOTs Analysis for PFTC done in 3 groups
12:00-12:30	Presentation of SWOTs by each group
12:30-13:15	Dr. Mike Smith – TEAM Misr document report and PFTC Response
1:15-14:00	Visit by H.E. Minister, Dr. Mandouh Riad Tadrous and PSU Coordinator, Khaled Abdel Aziz
14:00-14:30	SWOTs Analysis Presentation by Yasmine Fouad to H.E.
14:30-15:00	Informal Discussion between the Minister and PFTC
15:00-16:00	Lunch
16:00-16:30	Meeting on the Meeting with H.E. and discussion on appropriateness of six units proposed for PFTC
16:30-17:00	Discussion of Quality Standards and norms of work behavior within PFTC
17:00-18:00	Continued discussion on appropriateness of the 6 unit model for PFTC and the need to specify the work outputs of the department
18:00	Close

Day 2:

09:30-10:00	Overview of common understandings from day one by Eng. Dahlia Lotayef
10:00-10:30	Input-Output Communication Model for PFTC by Mohamed Ismail
10:30-11:30	Six small groups list all work outputs for the PFTC department and allocate them to six units
11:30-13:00	Break for coffee and prayer
13:00-13:30	Dahlia Lotayef Presentation of Interim-phase Proposal for the Structure of PFTC
13:30-15:30	Presentation and Discussion of Outputs for Four Units of PFTC
15:30-15:45	Wrap up, Evaluation, Next Steps and Close of Retreat-1
15:45	Lunch

Attachment 3 – PFTC Retreat-1 Objectives

1. To reach a common understanding of the existing organizational environment within which the PFTC operates
2. To create a common understanding about the planning and management functions of the PFTC
3. To create a common understanding about proposed organizational structure (organogram) for the PFTC
4. To list and agree upon the basic outputs of PFTC
5. To list ways to manage producing the outputs of PFTC
6. To evaluate Retreat-1 outcomes and to clarify expectations about Retreat-2

Attachment 4 – Participants' Expectations

- Common understanding.
- Where am I at the present? What are my prospects for the future? Who am I in reference to the department and among other departments?
- Complement, communicate and understand each other.
- Clarity & distinguish the work of the two departments after having been merged.
- Before, the departments separately knew what their functions were.
- Clear structure and/or organization chart.
- To know what our job descriptions are and what our functions are, so that we all know it, and other departments would as well.
- Better communication.
- Assessing our current state.
- To have better social relations as a team, and not to be limited to formal relations.

النتائج المتوقعة للحاضرين من الورشة

- مفهوم واحد
- من أنا؟ ماذا أعمل؟ ما هو مستقبلي في الإدارة؟
- نفهم بعض ونكمل بعض
- وضوح عمل الإدارتين الذين اندمجوا
- كل منهم كان عارف بيعمل إيه
- هيكل واضح
- أن نعرف شغلنا جيدا حتى يعرفه الآخرون
- اتصالات أحسن
- تقييم أوضاعنا الحالية
- علاقات اجتماعية أكثر كفريق

Attachment 5 – SWOTs Analysis Form (Arabic)

<p>أوجه الضعف (W) حددها فيما يلي:-</p> <p>.1 .2 .3 .4 .5</p>	<p>مصادر القوة (S) حددها فيما يلي:-</p> <p>.1 .2 .3 .4 .5</p>	
<p>استراتيجيات معالجة أوجه الضعف بالاستفادة من الفرص (WO) تغلب على أوجه الضعف الداخلية بالاستفادة من الفرص البيئية:-</p> <p>.1 .2 .3 .4 .5</p>	<p>استراتيجيات مصادر القوة لمقابلة الفرص (SO) استخدام مصادر القوة الداخلية للاستفادة من الفرص البيئية:-</p> <p>.1 .2 .3 .4 .5</p>	<p>الفرص البيئية (O) حددها فيما يلي:-</p> <p>.1 .2 .3 .4 .5</p>
<p>استراتيجيات تقليل أوجه الضعف الداخلية وتجنب التهديدات البيئية (WO)</p> <p>.1 .2 .3 .4 .5</p>	<p>استراتيجيات مصادر القوة لتجنب التهديدات البيئية (ST) استخدام مصادر القوة الداخلية في تجنب التهديدات البيئية:-</p> <p>.1 .2 .3 .4 .5</p>	<p>التهديدات البيئية (T) حددها فيما يلي:-</p> <p>.1 .2 .3 .4 .5</p>

Attachment 6 – SWOT's Analysis Groups A, B and C

تحليل نقاط الضعف، والقوة، والفرص والتحديات للمجموعات

المجموعة (أ)

أ- مصادر القوة:

تنوع التخصصات

- 1- إمكانية العمل تحت ظروف مختلفة
- 2- توافر الخبرة والفهم الواضح لآليات العمل من قبل القيادة
- 3- توافر المعلومات على أثر الخبرات السابقة
- 4- سيادة روح العمل الجماعي

ب- أوجه الضعف:

- 1- عدم التخصص في مجال محدد لعضو فريق العمل
- 2- المشكلات المتعلقة بالشؤون الإدارية
- 3- ضعف قنوات الاتصال
- 4- عدم وجود تسهيلات كافية تناسب حجم العمل المكلفين به
- 5- غياب التقدير المعنوي
- 6- غياب وضوح الهيكل التنظيمي

ج- الفرص البيئية:

- 1- تعدد مصادر الدعم الفني الخارجي
- 2- الثقة في كفاءة فريق العمل من قبل القيادات العليا والجهات الأخرى الخارجية
- 3- الاستفادة من العلاقات الخارجية التي تكونت خلال مكتب التعاون الفني

د- التحديات:

- 1- عدم التوافق والانسجام مع إدارات الجهاز الأخرى
- 2- عدم وجود فهم مشترك للمهام المطلوبة من قبل الإدارات الأخرى
- 3- عدم الاستقرار الوظيفي
- 4- التعقيد البيروقراطي والروتين الحكومي

SWOT Analysis

Group (A):

A-Strengths:

- 1-Diversity of specializations
- 2-Ability to adapt and work under different situations and circumstances
- 3-Availability of experience and clear understanding of work mechanisms by the leadership
- 4-Availability of information based on previous experiences
- 5-Prevailing team spirit

B-Weakness:

- 1-Unspecified fields of work for team members
- 2-Administration-related issues
- 3-Miscommunication
- 4-Lack of facilities in comparison to the size of the assigned tasks
- 5-Absence of emotional appreciation
- 6-Lack of a clear organizational structure

C-Opportunities:

- 1-Multiple sources of outside funding
- 2-Confidence of the efficiency of the work team by top management and other foreign agencies
- 3-Benefitting international relations through the technical cooperation office

D-Threats:

- 1-Lack of adaptability and supportive spirit with other departments
- 2-Lack of a common understanding of assigned tasks from other departments
- 3-No stable employment
- 4-Bureaucratic complexity and Governmental Red Tape

تحليل نقاط الضعف، والقوة، والفرص البيئية المتاحة والتحديات للمجموعات

مجموعة (ب):

أ- مصادر القوة:

كفاءة الكوادر البشرية

- 1- تنوع التخصصات والخبرات
- 2- مدير ذو كفاءة وخبرة عالية
- 3- تميز الإدارة في الهيكل التنظيمي للجهاز
- 4- القدرة على تجاوز الصعوبات والظروف الغير متوقعة
- 5- القدرة على توضيح الرؤيا من خلال دقة المعلومات لمتخذي القرار
- 6- توافر روح التعاون بين فريق العمل
- 7- تنوع الأنشطة والاتجاهات

ب- أوجه الضعف:

- 1- ضعف الامكانيات المادية والأجهزة المساعدة
- 2- ضعف المقابل المادي المقابل للإنجازات والمهام المكلفة
- 3- تداخل وعدم وضوح المهام المكلفة
- 4- عدم وجود تدرج وظيفي
- 5- فقر في قنوات الاتصالات على المستويين

ج- الفرص البيئية:

- 1- إتاحة الفرص لمزيد من الدورات التدريبية والمؤتمرات
- 2- تنوع في الخبرات والاتصالات مع مختلف الجهات
- 3- تنوع المصادر التمويلية والدعم الفني

د- التحديات:

- 1- المهام غير المتوقعة والأعباء المتزايدة
- 2- ضعف وقلة الوقت المتاح بالنسبة للمهام
- 3- التغير السريع في السياسات والهيكل الإداري
- 4- عدم وضوح (وتداخل) الهيكل التنظيمي وإدارته
- 5- مستوى أداء الآخرين وضعف وسائل الاتصالات
- 6- عدم وضوح دور الإدارة لدى الآخرين
- 7- عدم الاحساس بالأمان بإمكانية الاستمرار من عدمه (مؤقتين) نقل/ تعيين

SWOT Analysis

Group B:

A-Strengths:

- 1- Work force efficiency
- 2-Diversity of specialization
- 3-Professionalism, efficiency and extensive experience of leadership
- 4-Distinguished department among the organizational structure of EEAA
- 5-Ability to overcome difficulties and unexpected conflicts
- 6-Ability to clarify visions through precise information of decision makers
- 7-Cooperation spirit among team members
- 8-Diverse activities and direction

B-Weaknesses:

- 1-Weak financial resources and supporting agencies
- 2-Weak financial rewards for assigned tasks and accomplishments
- 3-Overlap of assignments and lack of clarity
- 4-Absence of an employment hierarchy
- 5-Poor communication channels on the two levels

C-Opportunities:

- 1-Access to more training, workshops and conferences
- 2-Diverse experience and contact with different agencies
- 3-Diverse sources of funding and technical support

D-Threats:

- 1-Unexpected (last minute) tasks and increasing responsibilities
- 2-Insufficient time allocation for assignments
- 3-Rapid change in policies and Organizational Chart
- 4-Ambiguity and overlap of organizational chart and its management
- 5-Level of performance of others and weak means of communication
- 6-Ambiguity of the department's role to others
- 7-Feeling of insecurity and instability (Temporary contracts/transfer)

تحليل نقاط الضعف، والقوة، والفرص والتحديات للمجموعات

مجموعة (ج):

أ- نقاط القوة:

- 1- مجموعة عمل متنوعة التخصصات وتتمتع بالكفاءة
- 2- توافر روح الفريق
- 3- مجموعة عمل لديها القدرة على تحمل المسؤولية
- 4- القدرة على مزج العمل داخل الجهاز
- 5- توافر فرصة للوصول لمعالي الوزير

ت- نقاط الضعف:

- 1- عدم وجود هيكل تنظيمي واضح
- 2- سوء الاتصال
- 3- عدم وجود فريق محدد الوظائف
- 4- عدم وجود رؤية واضحة
- 5- الميزانية

ث- الفرص البيئية:

- 1- العلاقات مع بعض الجهات التمويلية
- 2- الاستفادة من خبرات تلك الجهات والأنشطة الخارجية
- 3- التدريب

د- التحديات

- 1- العلاقات الداخلية داخل الجهاز ومع بعض الجهات الحكومية
- 2- عدم إدراك الآخرين لطبيعة عمل الإدارة
- 3- الإمكانيات القديمة
- 4- تعدد الأنشطة داخل الإدارة

SWOT Analysis

Group C:

A-Strengths:

- 1-Relatively qualified & wide-ranged staff.
- 2-Team spirit
- 3-Self-commitment & responsibility
- 4-Ability to integrate inter-agency work
- 5-Access to CEO/Minister

B-Weakness:

- 1-No clear structure
- 2-Miscommunication
- 3-No operational team
- 4-No clear vision
- 5-Budget

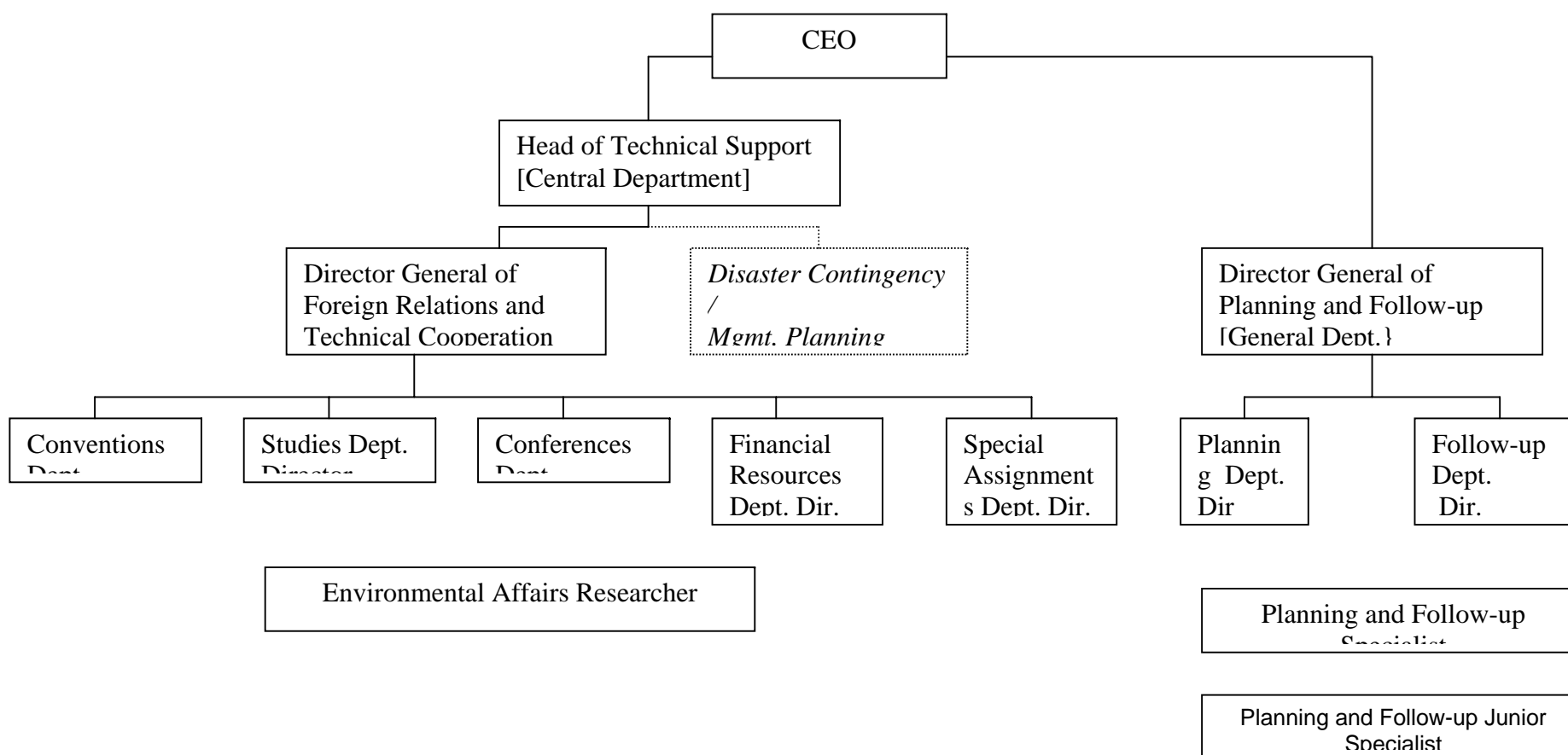
C-Opportunities:

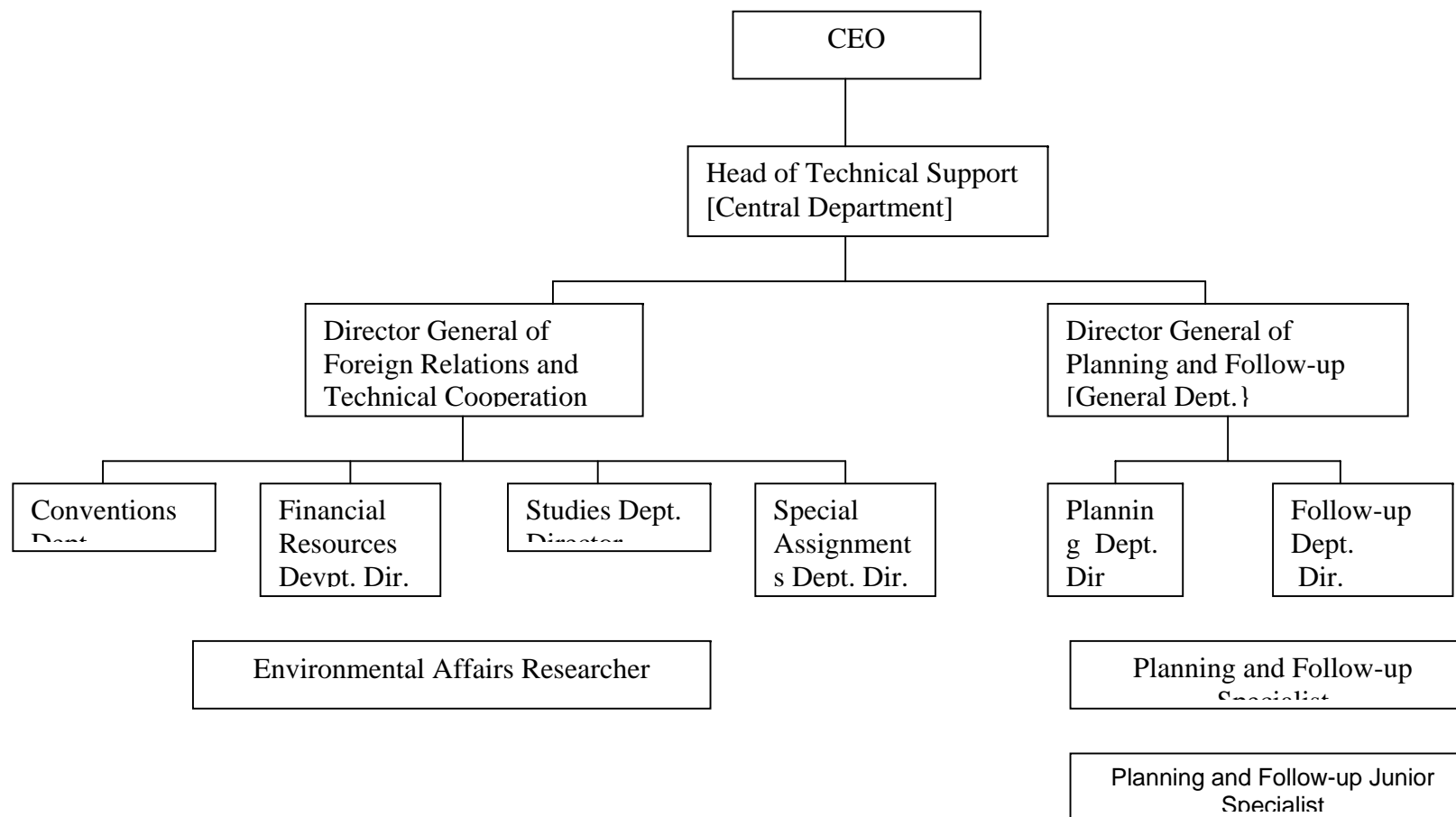
- 1-Relationships with other donors
- 2-Donor experience/externally oriented activities
- 3-Training

D-Threats:

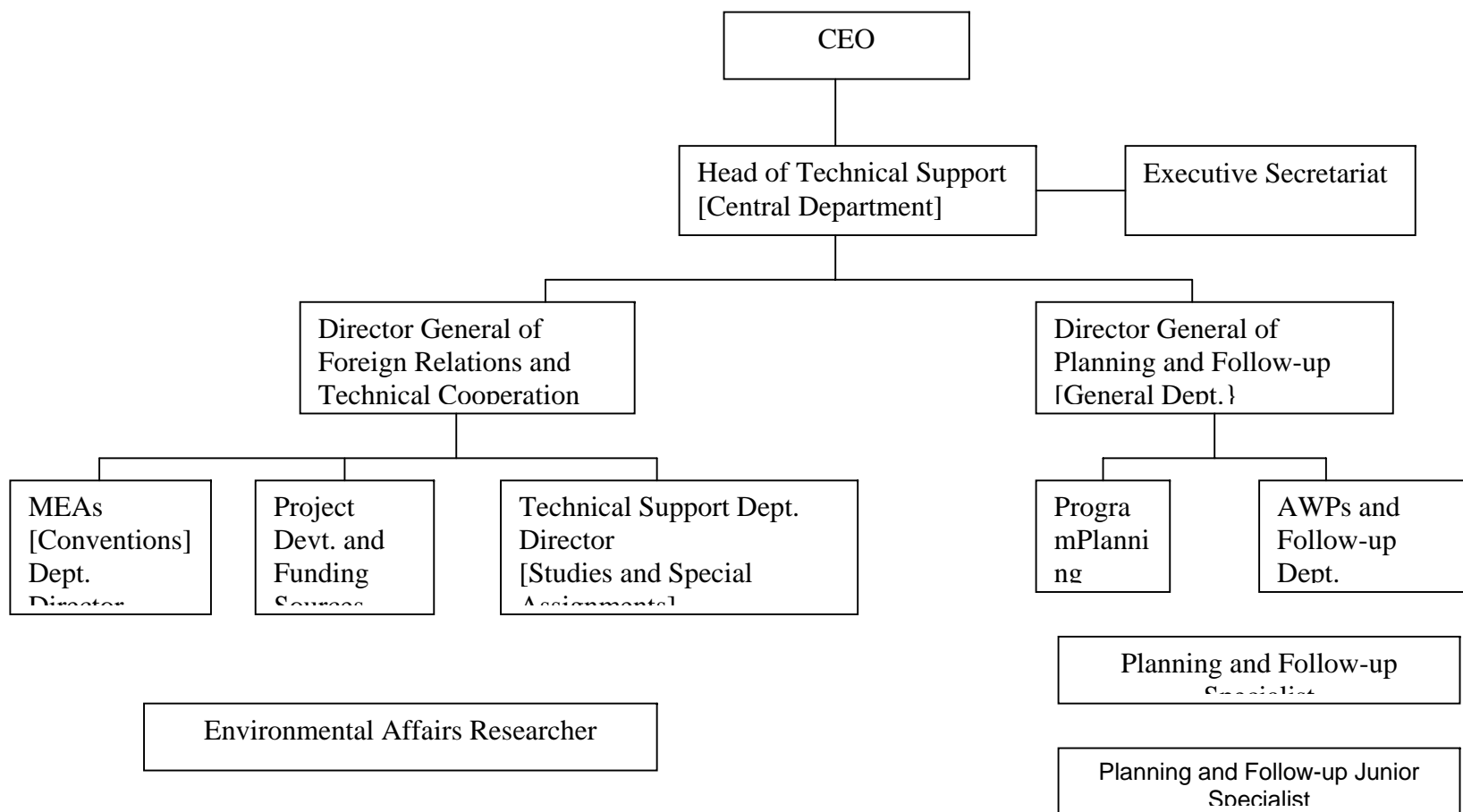
- 1-Agency inter-relations + related government entities
- 2-Misperception by others
- 3-Out-dated facilities
- 4-Too much ad-hoc activities

Attachment 7 – EEAA Organizational Chart for Technical Support Central Department and Planning General Department

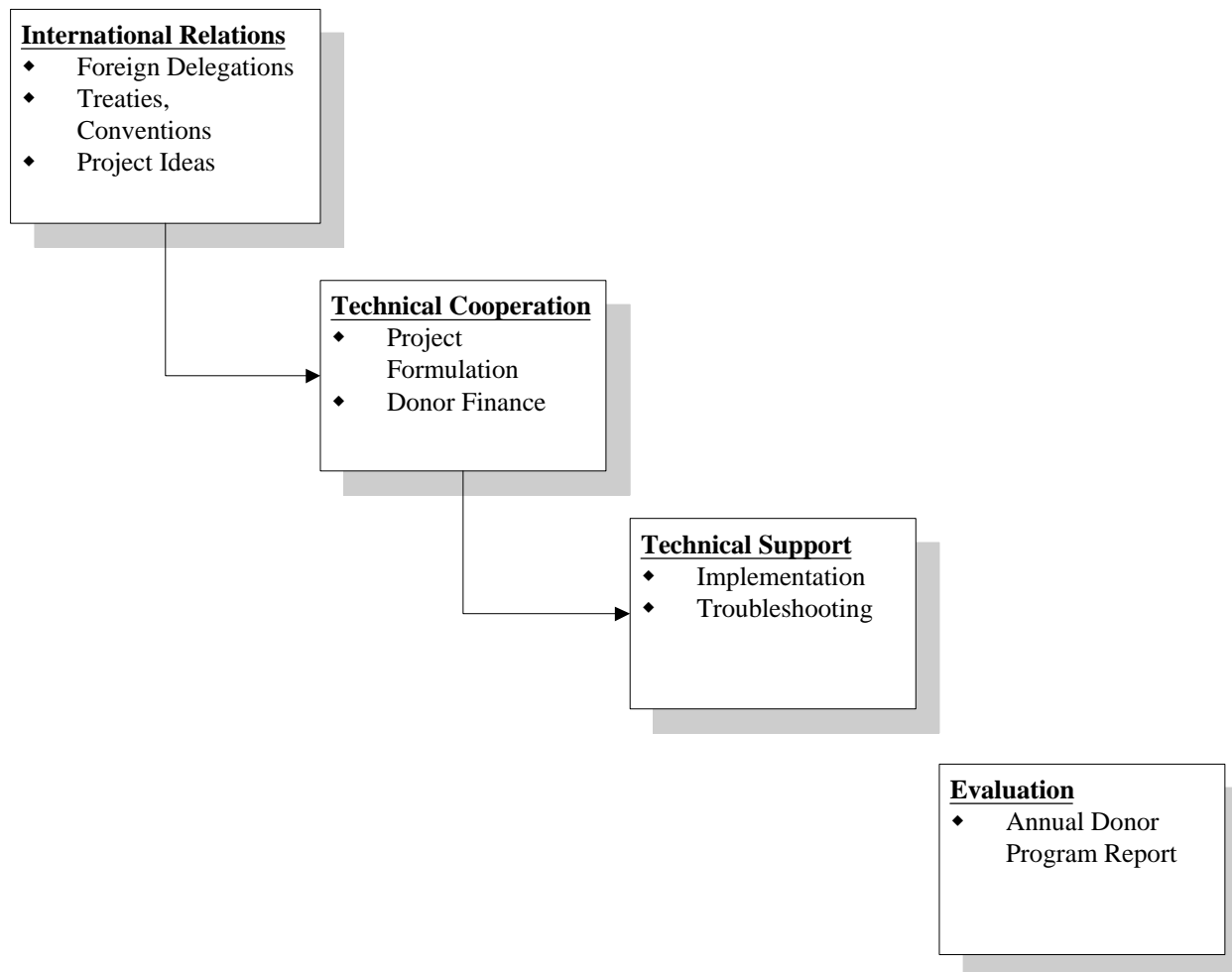




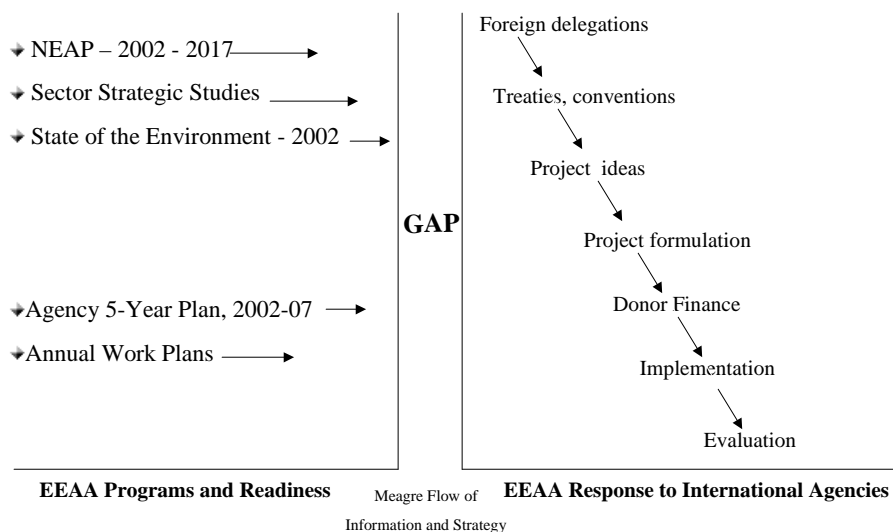
Attachment 8 – Proposed Organizational Chart for Technical Support Central Department



Attachment 9 – Role of EEAA/PFTC Units in International Cooperation



Attachment No. 10
Readiness for International Support to Environmental Programs



Attachment 10 – Readiness for International Support to Environmental Programs

Attachment 11 – Key Items of the Meeting with the Minister Listed by Participants

حضور السيد معالي وزير البيئة:

- كان معالي الوزير يرانا أكثر في مجال التعاون الفني ورغم سماعه للتخطيط ودورنا فيه، فإن التعاون الفني هو الأكثر أهمية له.
- دعم الوزير لاقتراح التنظيم خاصة السكرتارية التنفيذية + المجموعات الخمس.
- رؤية الوزير الإيجابية لنا تمكنا من القيام بالدور التنسيقي بنجاح.
- توقعات الوزير منا زادت.
- الامكانيات المتوافرة (مكان/ كمبيوتر)
- العلاقات الدولية (اتفاقات/ مشاريع/ وفود أجنبية)
- إجتماعات للفريق مرة أسبوعيا.
- نشاط شهري خارج العمل.
- تجميع المعلومات لمتابعة المشاريع (وحدة حسابية)

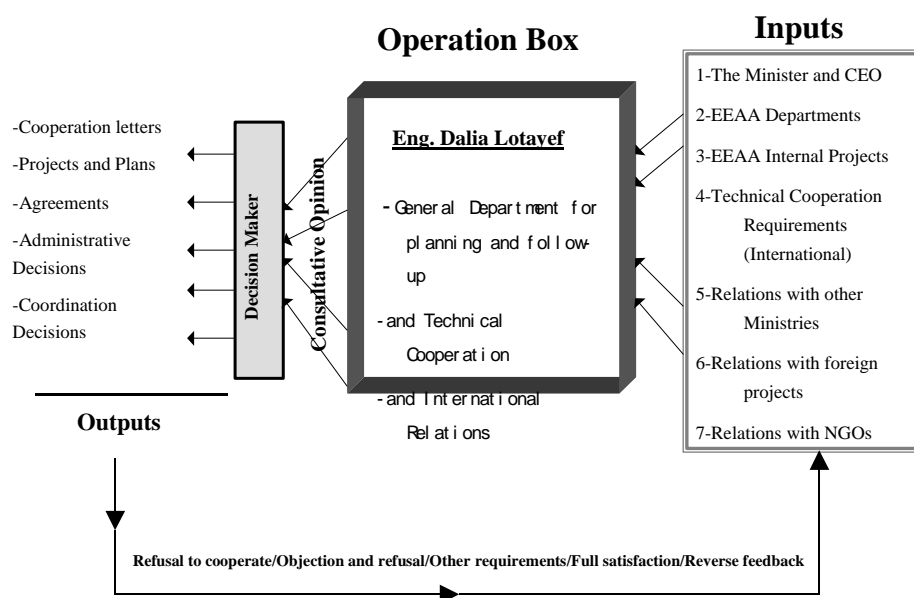
HE Minister of State for Environmental Affairs

- HE believes that we are more efficient in the field of International Cooperation rather than Planning and Follow Up
- HE supported the proposed organization chart especially the Executive Secretariat box and the additional five groups
- The ministry's vision towards our department enables us to achieve the coordination role successfully
- More expectations from HE
- Available facilities (rooms, computer...etc)
- International Relations (Agreements/Projects/Foreign Delegations)
- Weekly meeting for the team
- Monthly retreat for the team
- Gathering information to follow up projects (Auditing and Accounting Unit)

Attachment 12 – Norms of Behavior for PFTC

- We design our work as much as possible around objectives and outputs. We negotiate these outputs one-on-one with Eng. Dahlia Lotayef in order to establish agreement about quality and due dates.
- We produce our first PFTC output during the transition period between the old PFTC organization and the new specialized structure. That output is our own department annual work plan for 2002-03, due in late May.
- PFTC outputs are timely (monthly, quarterly) and often require the collection of information and the writing of analyses and summaries. We do not collect more information than what is needed. We think and plan ahead for the needs for information in our jobs.
- Be smart. Not all of the last minute executive support activities can have the same priority.
- Be pro-active. Know in advance the work calendar of the Ministry of Foreign Affairs, Ministry of Planning, Ministry of Finance. Search the internet. We will create time in order to prepare before a “special request” comes from these ministries to the EEAA.
- We do not work for other department heads. No need for us to play very active roles with other departments if we really only need to provide them with information. We are to save our time for our own priorities.
- We must learn how to say “no” politely. Be careful that our work to “coordinate or to “observe” does not slip into an assignment. Departments can fool us into taking a role which leads to doing the work of that department.
- We work collaboratively with other units so that they own part of the work, thereby avoiding the “waste” that occurs when a department withdraws participation in a task.
- We make annual calendars of sub-routine activities so that we do, without being told, those tasks that re-occur at the same time each year. Examples are department annual work plans in May-June, the international donor conference in February and Earth Day in April.
- We are a “staff” unit in EEAA created fundamentally to help the “line” technical departments to build their capacity to plan, monitor and report to others.

Attachment 13. Model of communication around and within PFTC



Attachment 13 – Model of Communication Around and Within PFTC

The two charts represent the following:

Chart A: Operation Box: Inputs-Outputs

A cycle represents as follows:

INPUTS by:

- 1-The Minister and the Head of EEAA
- 2-EEAA Departments
- 3-Internal projects
- 4-Technical cooperation requirements (International)
- 5-Relations with Ministries
- 6-Relations with projects (foreign)
- 7-Relations with NGOs

The inputs go into the operations box (PFTC as a whole), with the manager on the top and then the three sections, providing a consultative opinion which goes to the concerned decision maker (Department Heads, CEO, Minister, Secretary General) in the form of cooperation letters, plans and projects, agreements, administrative decisions, coordination decisions (Internal-External).

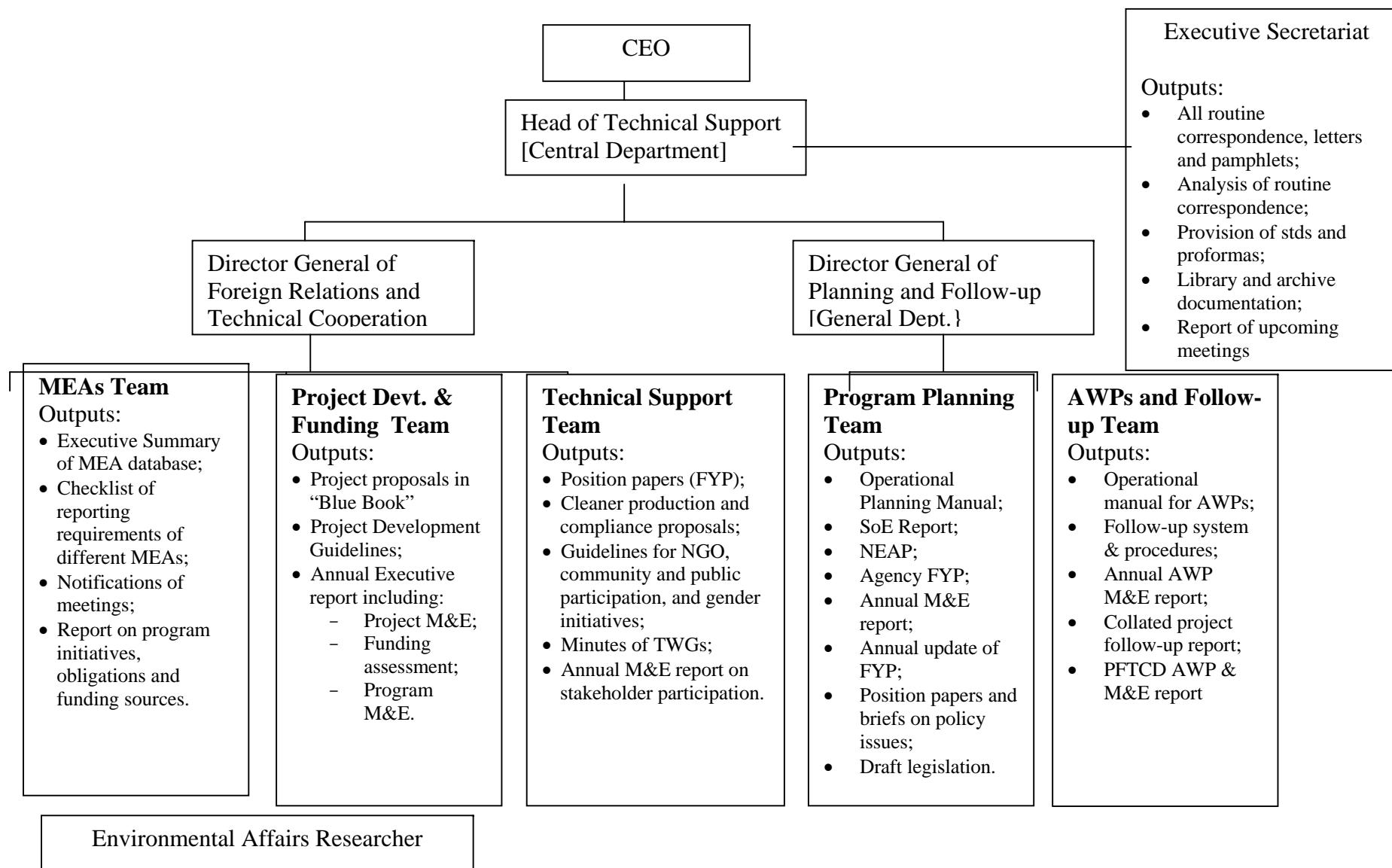
The quality of Outputs can be judged as either complete satisfaction, other requirements, objection and rejection, or refusal to cooperate, leading to a reverse feed back in the form of the initial inputs.

Analysis:

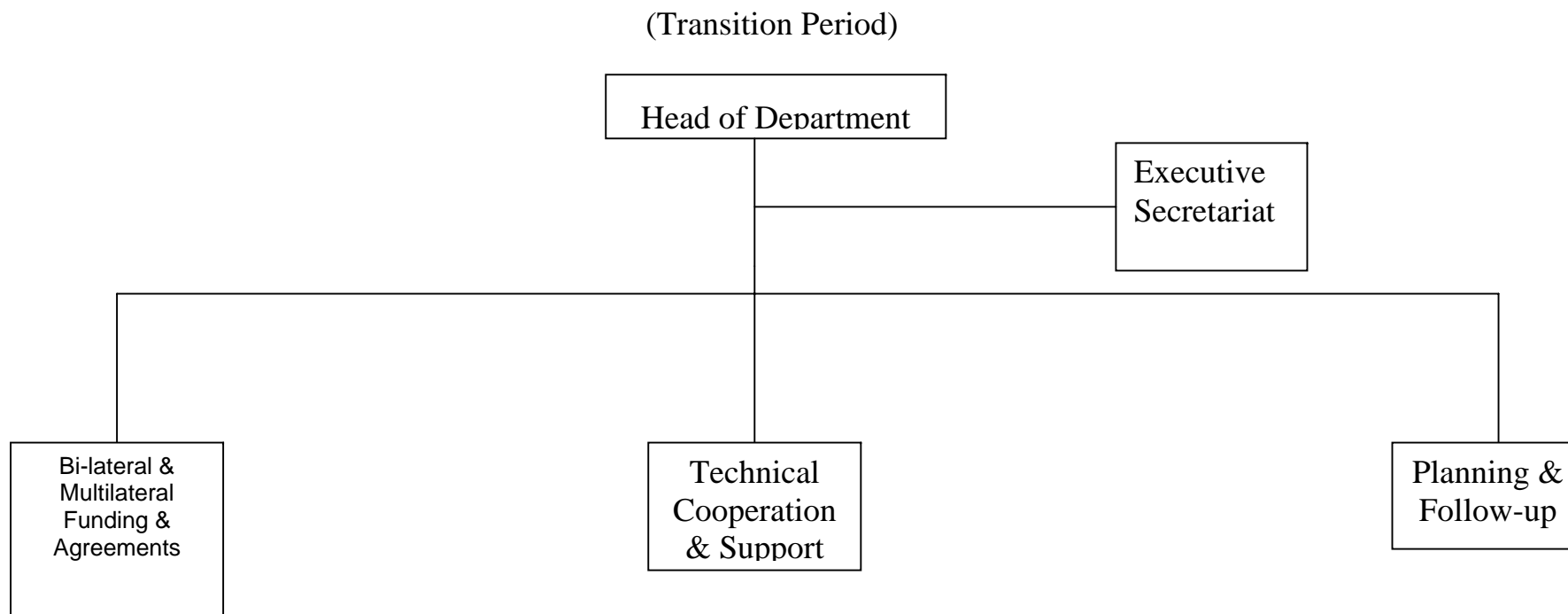
This Chart is a description of the current state of affairs **around PFTC** and does not relate to its internal structure. This Chart does not need any amendments as it is a reflection of the everyday cycle of work and how work flows. This is an important Chart. Based on it, it is easier to spot where outside weaknesses are and how improvements on the outside relations be done, for example, if prior to the reverse feedback stage there was a case of rejection or more requirements, or objection and refusal, then we can detect the reasons for the negative output through investigating the PFTC's operation or concerned person who gave the output. What were the reasons that the output was negative? Was it a delay or inability to meet the initial requirements of the Input group?

How can the reverse feedback stage be utilized in order to make room for communication with the input group in order to avoid a similar outcome in the new cycle?

Attachment 14 – Draft Outputs for Units, Technical Support Central Department



Attachment 15 – Interim-phase Proposal for Four Units

**Key words:**

- Outputs
 - Teams (Transversal linkages)
 - Resource persons (outputs & activities versus action response)
- Not only outputs, also activities

Attachment 16 – Draft List of Outputs and Deliverables for PFTC

Technical Cooperation & Support	Planning and follow up	Executive secretariat	BMEA- Projects development and funding team
(Mainly activity oriented) -State of the Environment Report (resource activity) -EEAA annual report -EEAA NGO committee formulated and activated (activity) -Technical coordination of projects (EEPP) -Position paper on concepts of trade and environment\ -Mainstreaming gender issues in on going projects (activity) -Project proposals -Position paper on environmental indicators -EEAA representation in tech committees and working groups	-Guidelines for the production of annual/five year/sectoral work plans -Coordinating the production of different plans (annual/five year/sectoral work plans) -Designing and developing a model of follow up (departments-projects) -Annual Follow up Report (departments, projects) -Guidelines clarifying the priorities of future cooperation (with donor agencies) -Annual Report of Achievements -Issuing the Annual Work Plan for the PFTC department -As well as the outputs prepared in Mike's model	-Logistics -The Minister's speeches -Follow up on the Minister's assignments -Coordination of events-meetings and invitations -Follow up system for PFTC -Contact database -Development of filing systems and follow up on filing -Updated formats for PFTC documentation -Administrative issues -As well as the outputs prepared in Mike's model	Outputs 1-BMEA's: -Bilateral & Regional Protocols (activity) -Reports on Egypt's responsibilities in International Agreements -Annual analytical report on state of cooperation -Formulation of project (program) position papers (Report on Program initiatives and funding) -Database (output/tool) -EEAA representation in meetings and forums -Reports on Conventions of obligation (+needed) 2-Project Development and Funding Team -Project proposals -Project guidelines (technical/financial /operational) -Follow up system -Compilation of environment cooperation activities -Annual Reports on Donors Programs (projects by sectors, expenditures, activities)

Attachment 17 – Names of Participants

A. Participants from PFTC

1. Dahlia Lotayef
2. Abeer Shahin
3. Amal El Shimy
4. Mohamed Ismail
5. Tarek Salah
6. Walid Lotfy
7. Hany Ezzat
8. Soha Abdou
9. Yasmine Fouad
10. Heba Hassanein
11. Tamer Abou Gharara
12. Maha Saed

B. Visitors

1. Khalid Abdel Aziz, EEPP Coordinator
2. Mamdouh Riyad Tadros, Minister of State For Environmental Affairs

C. Resource Persons

1. Amr Moussa, PSU-Retreat Facilitator
2. Will Owen, PSU-Institutional Specialist
3. Mike Smith, DIFD/PFTC Planning Advisor

D. Support Staff

1. Zeinab Abdel Razek, PSU-Training Coordinator
2. Reem Morsi, PSU-Institutional Analyst

Attachment 18 – Note on EEPP Subtask 6.16.1

Function and Team Building Retreat for PFTC

The Devil is in the Detail: Note on EEPP sub-task 6.1.6.1: Functions and Team Building Retreat for PFTC, Mena House, 11-12 April, 2002 by Will Owen

The Planning, Follow-Up and Technical Cooperation (PFTC) Department at the Egyptian Environmental Affairs Agency is in the process of change. For several years this small office concentrated on international donor cooperation and Agency executive support. Over the last year the Department has taken on additional functions and more than doubled in size. Staff are more specialized and working with more independence. At the same time they are demoralized and threatening to leave.

Given this background, the overall aim of the retreat was to find ways to strengthen the sustainability as well as the performance of the Department. The actual purpose of the two-day meeting was to create a common understanding of the

- 1.) diverse functions of the PFTC or Planning Department within the Agency,
- 2.) the types of work outputs that contribute to each of those functions as well as
- 3.) alternative organizational structures or clusters/teams of staff that would serve those functions.

Eng. Dahlia Lotayef consolidated the discussions of the first day with a proposal to structure the Planning Department into four teams:

- 1.) international relations and funding,
- 2.) national relations and project development,
- 3.) Agency planning and follow-up,
- 4.) the executive secretariat.

She acknowledged that greater specialization could evolve over the years. An easy example would be for Agency planning and follow-up to become a planning unit and a follow-up unit.

To test the level of understanding and agreement around the 4-team proposal, the staff worked in groups to list the expected outputs for each team. Knowing that “the devil is in the detail,” PFTC members specified each team output and thereby better judged the strength of the tentative agreements they had just made about the PFTC functions and organizational structure.

The methods of the workshop (iteration; 3rd party facilitation; small group work; use of flipcharts, overheads, brainstorming) were tools that provided structure to the decision-making of the entire PFTC group. The workshop process modeled techniques PFTC staff could select in the future to offer decision support to other departments within the Agency.

The retreat benefited from the courtesy visit of the Minister of State for Environmental Affairs, His Excellency, Dr. Mamdouh Riad Tadros. The Minister talked informally to PFTC members about the importance of their work, especially that done with donors. He also looked at the organizational proposals that were under discussion and thanked the group for

including the executive support function. The Minister discussed his strategy to have EEAA staff join and benefit from the Egyptian Civil Service.

The retreat concluded with pledges to add more detail to the list of outputs for the teams and for the Department, to be packaged later as the PFTC annual work plan. Each staff member would review and comment upon the TORs for the specialized teams and then apply to join one of the teams. Staff would write individual position TORs and interview with the Department Head in order to gain admission. The formal allocation of responsibilities within the planning department and its management plus preparations for annual work planning would be the subject matter for Retreat-2 on 9-10 May.

Attachment 19 – Sample TORs for Proposed Technical Support Department

Job Title: Head of Central Department of Planning Follow-up and Technical Cooperation

General Description:

The occupant of the job reports directly to CEO

Responsible for preparing of policies and plans related to environmental affairs and their follow-up, making studies and research for the development of EEAA activities, in co-operation with donors, coordinating special assignments.

Responsible for preparation of policies and general planning of EEAA activities, including studies and research and evaluation of EEAA annual plans.

Duties and responsibilities:

Supervise the preparation of environmental conventions and agreements with foreign countries and institutions in coordination with responsible authorities and other concerned organizations [*MEAs/Conventions Dept*].

Follows-up the implementation of international and regional conventions related to environment [*MEAs/Conventions Dept*].

Coordinates with the Environmental Protection Fund Management in developing its resources and supporting relations with donors [*Project Dev. And Funding Dept*]

Supervise developing and sustaining environmental relations with countries and foreign and international institutions interested in environment and its protection against pollution, exchanging information and expertise with them [*MEAs/ Project Dev and Funding Depts*].

Supervise studies and research on environmental situations; preparing general policies and plans for environmental preservation, developing and protecting against pollution, follow-up on their implementation in coordination with concerned administrative authorities and institutions [*Technical Support Dept.*]

Supervise preparation of studies and special assignments in support of preparing policies and plans related to environmental affairs and their follow-up with respect to EEAA activities, including those developed in cooperation with donors. [*Technical Support / Project Dev and Funding Depts*].

Assess recent technological development in the field of environmental planning and policies for incorporation into development planning activities of the Agency. [*Technical Support / Program Planning Depts.*]

Supervise formulation of National Environmental Protection Plan and Development (NEAP), and related topics, participating in the preparation of budgets in coordination with the

financial affairs department and other concerned internal units. [*Project Dev and Funding / MEAs / Technical Support / Program Planning Depts.*]

Organize and follow-up plans, programs and project implementation including, Agency five-year plan, Departmental Annual Work Plans, budgetary inputs, implementation modifications, analysis of constraints and success, lessons learnt, recommendations for corrective measures and mitigation [*Program Planning / AWP and Follow-up Depts.*]

Organize and supervise preparation of periodic reports, special and annual reports regarding evaluation of general policies, executive plans and programs, including the five-year plan and associated projects, and annual work plans giving recommendations for modifications due to changing circumstances commensurate with local environmental conditions and available resources mitigation [*Program Planning / AWP and Follow-up / [Technical Support Depts.]*]

Performs similar assigned duties

Job Title: Director General of Foreign Relations and Technical Cooperation (GD)

General Description:

The occupant of the job reports directly to Head of Central Department of Planning Follow-up and Technical Cooperation.

Responsible for cooperating with donor agencies, preparing donor projects, supporting their implementation and arranging seminars and conferences concerning donations as a means of developing foreign financing resources

Duties and responsibilities:

Supervise the heads of three departments: Multinational Environmental Agreements {Conventions}; Project Development and Funding Sources; and Technical Support Department.

Supervise, maintain and develop relations with foreign national and international institutions concerning environmental issues and protection against pollution and exchange of information and expertise [*MEAs Dept.*].

Participate and organize preparation of environmental agreements and conventions with countries foreign and international institutions, coordinating with responsible authorities and concerned organisations [*MEAs Dept.*].

Organise and supervise follow-up implementation of international and regional conventions and agreements concerning environment and protection against pollution [*MSE Dept.*].

Organise and supervise the maintenance of good relations with donor agencies coordinating with them with respect to donor funding of Agency programs and plans; assisting in project preparation and following up on their implementation [*Project Devt. and Funding Sources Dept.*].

Plan, organise and coordinate meetings with foreign intuitions, concerning environment issues and protection against pollution in order to develop foreign financing resources [*MEAs / Project Devt. and Funding Sources Dept*].

Coordinate with the Environmental Protection Fund administration in developing and managing its resources [*Project Devt. and Funding Sources Dept*] .

Supervise studies in support of policy and program development, including those concerning technician cooperation and relations and liaison with national, foreign and international agencies, NGOs and stakeholders, including gender issues [*Technical Cooperation Dept*].

Note the paragraph above assumes that the NGO unit and Gender Unit would be transferred to the PFTCD! You know it makes sense?

Perform any similar assigned duties.

Job Title: Director General of Planning and Follow-up (GD)

General Description:

The occupant of the job reports directly to Head of Central Department of Planning Follow-up and Technical Cooperation.

Responsible for preparation of policies and general planning of EEAA activities, including studies and researches, follow-up and evaluation of EEAA Five Year Program and associated Annual Work Plans.

Duties and responsibilities:

Supervise the heads of Planning and Follow-up

Supervise studies and research on environmental situations preparing general policies and plans for environmental preservation, developing and protection against pollution, follow-up their implementation in coordination with concerned administrative authorities and institutions. Supervise the production of the State of Environment Report.

Organise the preparation of the Agency Five-year Planning Program Report.

Organise the formulation of National Plan for Environmental Protection and Development [*NEAP?*], and its integration into Agency programming and related projects.

Facilitate the development of Departmental Annual Work Plans within the Agency; resulting from the Five Year Program, participating in preparation of necessary budgets in coordination with concerned internal units, especially financial affairs departments.

Organise follow-up, monitoring and evaluation of Program, project and Annual Work Plan implementation, including inputs, outputs and outcomes; detailing deviation from the plans, providing reasons and circumstances, and recommending appropriate corrective measures and mitigation.

Organise and supervise preparation of periodic, special and annual reports regarding evaluation of general policies, plans and annual environmental plan and executive programs, including recommendations for modifications due to the reported changes and impacts, commensurate with local environment and available resources.

Review recent technological development in the field of environmental planning and policies appropriate in the development of planning activities.

Perform any other similar assigned duties.

Multilateral Environmental Agreements Department Management Team

General Description:

Reports to General Director of Foreign Relations and Technical Cooperation

Responsible for Agency participation in:

- the preparation of Multi-lateral Environmental Agreements (MEAs) between states and organisations;
- the necessary follow-up upon signing and monitoring and evaluation of implementation; and
- consideration of obligations in coordination with other concerned intuitions.
- monitoring of Egypt's responsibilities and activities with respect to global and regional environmental agreements.

Expected Outputs:

- Executive Summary to MEA database;
- Checklist of reporting requirements of different MEAs;
- Notifications of meetings;
- Report on program initiatives and funding sources.

Duties and responsibilities:

Supervise communications with relation parties for drafting bilateral and international agreements and conventions, in the field of environmental technical cooperation.

Supervise and participate in negotiations concerning these environmental agreements and conventions, representing EEAA, its policies and plans.

Supervise and participate in preparing texts of environmental agreements and conventions, and follows-up after signing.

Supervise and follow-up implementation of actual conventions and agreements, and reporting. Identify, obligations, programs and funding support.

Ensure that the relevant obligations under the agreements are made apparent to the relevant institutions and agencies. Identify reporting requirement of specific MEAs.

Update and maintain MEA database.

Track meetings associated with specific MEAs

Perform any similar assigned duties.

Project Development and Funding Coordination Team

General Description:

Reports directly to General Director of Foreign Relations and Technical Cooperation

Responsible for:

- project development and follow-up, in support of Agency programs;
- liaison with funding sources; i.e., the development and implementation of bilateral and international agreements with respect to the development of financial resources for EEAA, ensuring effective and targeted disbursement; and
- coordination of interdepartmental and cross-sectoral programs and projects.

Expected Outputs:

- Project proposals to be collated into a “Blue Book¹” annexed to the Five-Year Plan Programs;
- Project development guidelines;
- Annual executive report that includes:
 - Project implementation monitoring and evaluation executive summary;
 - Report on funding situation tracking expenditure and future demand and supply; and
 - Program implementation monitoring and evaluation.

Duties and responsibilities:

In coordination with relevant Agency departments and implementing agents, provide analytical support for project preparation, feasibility studies and implementation follow-up, in support of Agency Five-year Program; including the procurement of requisite funding from appropriate foreign or domestic sources.

Supervise the disbursement of funds for implementation of bilateral and international environmental agreements and conventions; auditing the disbursement of funds; their expenditure in support of agreed purpose; with reports to be present to the executive and senior management.

Organise data acquisition and analysis, concerning environmental projects and financing mechanisms in order to develop funding strategies.

Supervise and conduct follow up studies with respect to the financing of environmental projects, presenting necessary recommendations to be considered in the field of foreign

¹ This is the main information and negotiation document that the Agency should use in its preliminary negotiations with funding sources.

relations and technical cooperation with donors; including critical assessment of recommendations submitted by external specialized scientific institutions.

Coordinate on behalf of the Agency funded assistance addressing program level cross cutting issues, e.g., EEPP.

Coordinates with the management committee of the Environmental Protection Fund regarding financing transactions according to agreement with donors.

Performs any similar assigned duties.

Technical Support Management Team (Studies and Special Assignments)

General Description:

Reports directly to Director General of Foreign Relations and Technical Cooperation.

Responsible for

- Provision of technical and analytical support to key stakeholders and decision-makers with the respect to the implementation of the programs of the Five-Year Plan;
- Organization of technical studies in support of policy and program development, including those concerning technician cooperation and relations and liaison with national, foreign and international agencies, NGOs and stakeholders, including gender issues.
- Coordination of the implementation of special assignments related environmental issues, determined by the executive decisions or instructions.

Expected Outputs:

- Position papers on specific technical issues with regard to the Five Year Plan;
- Proposals for “cleaner production” and compliance (ISO 9000 / 14000);
- Guidelines for NGO, community and public participation;
- Minutes of Technical Working Groups;
- Annual monitoring and evaluation reports on stakeholder participation.

Duties and responsibilities:

Provide concept and position papers with respect to emerging environmental issues.

Conduct and supervise studies that support Agency technical and institutional cooperation with other government agencies, non-government organisations, the private sector, community based organisations and other stakeholders; including preparation and presentation of recommendations and follow-up.

Coordinate and participate in Agency Technical Working Groups.

Coordinate the analysis and development of tools that promote successful sector strategies. Improve sector analysis through development of profiles of key business sectors to analyse current issue sand monitor emerging trends; identify key stakeholders in sectors. Prepare proposals for coordination with industry, NGOs, communities and other relevant organisations.

Supervise the preparation of executive policies, plans and programs related to special assignments.

Supervise coordinating with concerned institutions and authorities in carrying out special assignments related to environmental issues, determined by decisions or instruction of the executive.

Supervise follow-up of the implementation of these assignments, report preparation, including feasibility and risk assessment, recommendations, etc.

Review agreements, MoU and concept papers for project proposals in coordination with external agencies and organisations or the private sector.

Performs any similar assigned duties

Program Planning Team

General Description:

Reporting to the Director General of Planning and Follow-up

Responsible for setting up plans and policies relating to different EEAA activities:

- The development of the Agency Five-Year Plan;
- Coordination of Agency facilitation development and response to the NEAP and GEAP's;
- Draft legislation in support of five-year plan and other policy initiatives.

Expected Outputs:

- Operational Planning Manual and subsequent updates.
- State of Environment Report (1 year prior to FYP);
- Agency Five-Year Plan;
- Annual program monitoring and evaluation report (annual update of SOE);
- Annual update of five-year plan;
- Position papers and briefs on specific environmental policy issues with regard to FYP, NEAP and GEAP's.
- Draft legislation.

Duties and responsibilities:

Organise and conduct studies and research regarding environmental situations, preparing recommendations for general policies and plans to preserve and develop the environment and to protect it against pollution. Provide strategic guidance on priority issues, through subject studies / plans and topic studies.

Assist the executive on the strategic analysis of government policy options to meet environmental protection goals through the development and application of decision-support tools.

Assist the office of the CEO in developing the programs for the Agency Five-Year Plan through coordination with other Agency departments.

Organise the production of the State of Environment Report.

Organise the formulation of a National Plan of Environmental Protection and development [NEAP?], and its integration into Agency programming and related projects.

Establish maintain and develop all relevant information of the NEAP and established Governorate Environmental Action Plans (GEAP's).

Facilitate and organise the collation of follow-up reports regarding implementation of plans and programs including strategic objectives, indicators and analysis of outcomes of the implemented program plans; including lessons learned and recommendations for future programs.

Supervises preparing periodic and annual reports evaluating general policies and plans and executive programs, recommending suitable modifications in response to changing conditions and given the resources available.

Performs other similar assigned duties

Annual Work Plan and Follow-up Team

General Description:

Reports to Director General Planning and Follow-up

Responsible for the development and implementation of a system for reporting, monitoring and evaluation of Agency departmental Annual Work Plans, and follow-up studies related to environmental implementation of projects.

Expected Outputs:

- Operational manual for Annual Work Plans and subsequent updates;
- Follow-up system and procedures;
- Annual Report to CEO on implementation of AWP's
- Collated Project Follow-up report;
- PFTCD AWP;
- M&E report.

Duties and responsibilities:

Facilitate the development of the Departmental Annual Work Plans of the Agency, arising from the programs of the Five Year Plan; participating in the preparation of the necessary budgets in coordination with concerned internal units, especially the financial affairs department.

Receives AWP's and subsequent follow-up reports on behalf of the Office of the Chief Executive.

Follow-up on Annual Work Plans and associated project implementation; monitoring and evaluation of inputs, budget expenditure and outputs; including analysis of deviation from planned targets, providing reasons and circumstances and recommending appropriate corrective measures and mitigation.

Supervise preparation of periodic and annual reports evaluating implementation of Annual Work Plans and associated projects, recommending suitable modifications in response to changing conditions and given the resources available.

Organises internal planning and AWP, and subsequent follow-up of PFTCD

Performs any other similar assigned duties.

Job Title: Environmental Affairs Researcher

General Description:

Reports directly to the concerned department director

Responsible for conducting studies related to environmental affairs, activities and projects, and receiving reports about implementation, analysis and submitting their results.

Duties and responsibilities:

Carries out policies and plans regarding one of EEAA environmental activities

Participates in conducting studies on general monitoring of environmental activity in the relevant sector work.

Participates in evaluating in local and international reports concerning this environmental activity.

Participates in the preparation of the budget for different environmental activities.

Assists in choice of appropriate scientific material to support activities.

Performs other similar assigned duties.

Job Title: Planning and Follow-up Specialist

General Description:

Reports to concerned chief

Responsible for participating in the preparation of environmental plans and policies, preparing executive instructions of their implementation and follow-up.

Duties and responsibilities:

Participates in preparation of environmental plans and policies for different projects and activities.

Prepares instructions for follow-up on implementation of different projects and activities, receives reports concerning their progress, submits their evaluation statements.

Participates in preparing follow-up and evaluation forms and instructions for their use.

Follows up with respect to implementation time table of environmental plans and programs; reports on deviations and recommends corrective measures.

Follows-up use of financial funds for projects and respective activities to be implemented at different stages; reports on deviations and recommends corrective measures.

Follows up on implementation and plans details, which lead to objective achievement.

Assists in preparation of Annual Reports about different environmental plans, programs and projects, their performance and any obstacles, presenting recommendations for mitigation and overcoming constraints.

Performs similar assigned duties.

Job Title: Planning and Follow-up Junior Specialist

General Description:

Assists in preparation of environmental plans and policies and their executive instructions and follow-up.

Duties and responsibilities:

Assists in the collection of draft plans and programs for different EEAA departments.

Performs assignments relating to information and data preparation to help in preparation of plans and follow-up of execution.

Assists in the preparation of follow-up forms and execution instructions, for plans and projects, sending them to concerned chiefs and retain them after completion.

Collects data helping to prepare executive time tables for plans, follow-up with respect to these tables, analyse follow-up forms sent from different departments, assist in the preparation of related reports, analyse reasons of any deviations either in timing or use of resources.

Assists in preparation of annual reports about execution standards, stages and progress for different environmental projects, collects all necessary data that helps completions of these reports and supporting statistics.

Performs other similar assigned duties.

Attachment 20 – Role of the Environmental Affairs Agency Mandated under Law No. 4, 1994

Explicit Tasks and Implied Outputs given in Law # 4

Category	Task ²	Outputs
Information gathering, processing and dissemination		
	Preparation of studies related to the state of the environment of the country, and the formulation of the national plan for the protection of the environment ³ . This would include environmental protection projects and their estimated budgets, as well as environmental maps of urban areas and areas planned to be developed ⁴ .	<ul style="list-style-type: none"> • State of Environment Report; • NEAP; • Blue Book; • Environmental maps (GIS outputs)
	Collection and publication of national and international information related to the environment on a periodical basis in co-operation with information centres of other agencies ⁵ . It shall evaluate and utilise this updated information in environmental management and planning.	<ul style="list-style-type: none"> • Environmental Library and Archive; • Common Information System; • Environmental Information Newsletter; • Environmental planning and management initiatives to be included in the NEAP and Agency FYP.
	Preparation of reports on the main environmental indicators and publication of these (the state of these) indicators on a periodical basis.	<ul style="list-style-type: none"> • Environmental Indicators Guidelines; • State of Environmental indicators to be published in State of Environment Report and Annual Report of the Agency.

² Have these specific tasks been allocated to specific departments within the Agency?

³ The National Environmental Action Plan?

⁴ Land-use maps, planning and zoning?

⁵ State of Environment Report

Category	Task ²	Outputs
	Participating in the preparation of the national program for environmental monitoring and utilisation of its data (monitoring and evaluation).	<ul style="list-style-type: none"> • National Environmental Monitoring System dedicated to monitoring environmental indicators; • Agency FYP; • Environmental Quality AWP. • Annual Report on environmental monitoring
	Compilation of agencies and national institutes, as well as qualified individuals who could contribute in the preparation and execution of environmental protection programs and the preparation of implementation projects.	<ul style="list-style-type: none"> • Stakeholder Analysis Report and updates
Formulating Standards and Requirements		
	Establishment of necessary norms and standards to assure compliance with permissible limits of pollutants and to ensure that these norms and standards are followed.	<ul style="list-style-type: none"> • Environmental Norms and Standards Guidelines: discharge limits, emission standards, etc.
	Preparation of draft legislation and decrees relevant to fulfilling, the objectives of the Agency and consideration of proposed legislation that is related to the protection of the environment.	<ul style="list-style-type: none"> • Draft legislation to support program and project initiatives as outlined in the Agency FYP
	Setting principles and measures for Environmental Impact Assessment of projects.	<ul style="list-style-type: none"> • EIA guidelines for different sectors and projects; including need for mitigation and follow-up.
	Establish norms and conditions to be complied with by owners of projects and establishments before the start of construction and during operation of projects.	<ul style="list-style-type: none"> • Guidelines for Management, Implementation, and Operation of projects.
	In addition it shall set the necessary norms that need to be followed when planning, and developing new areas as well as targeted norms for old areas.	<ul style="list-style-type: none"> • Recommendations for compliance regulations.

Category	Task ²	Outputs
Compliance and Enforcement		
	Carry out field follow-up of compliance to norms and conditions to be followed by agencies and establishments.	<ul style="list-style-type: none"> Annual Follow-up Report on compliance, malefactions and violations.
	Also, the Agency shall undertake procedures stated in the law against those who violate these norms and conditions.	<ul style="list-style-type: none"> Annual Report on environmental prosecutions
	Suggest economic mechanisms to encourage different activities for carrying out pollution prevention procedures.	<ul style="list-style-type: none"> Guidelines on the use of the market and economic instruments to encourage environmental compliance.
	Follow-up and implementation of the international and regional conventions related to the environment.	<ul style="list-style-type: none"> MEA database; Annual Report on MEAs, milestones, achievements and activities.
Awareness, Education and Training.		
	Preparation of a plan for environmental training and supervision of its implementation ⁶ .	<ul style="list-style-type: none"> Departmental AWP with respect to training of Agency personnel.
	Preparation of programs for environmental education of the public and co-operation on their implementation ⁷ .	<ul style="list-style-type: none"> Strategic Program Action Plan for Environmental Awareness. Departmental AWP
	Participation with the Ministry of Education in the preparation of training programs for the protection of the environment within the scope of various educational programs at the fundamental education stage ⁸ .	<ul style="list-style-type: none"> Strategic Program Action Plan for Environmental Education within schools and colleges. Departmental AWP
Environmental Management		

⁶ Agency staff training?

⁷ Public Awareness?

⁸ Elementary education (curricula development)?

Category	Task ²	Outputs
	Management and supervision of Natural Protectorates.	<ul style="list-style-type: none"> • Strategic Program Action Plan for Natural Protectorates; • FYP
	Preparation of draft budgets required for the protection and development of the environment.	<ul style="list-style-type: none"> • FYP; • AWP
	Participation with concerned agencies in the preparation of a National Integrated Coastal Zone Management Plan for the Mediterranean and Red Sea coasts.	<ul style="list-style-type: none"> • National Integrated Coastal Zone Management Plan; • FYP; • Environmental Management Sector AWP.
	Implementation of pilot projects for the preservation of natural resources and for the protection of the environment from pollution.	<ul style="list-style-type: none"> • Agency FYP; • Agency Blue Book; • Project Plans; • Project AWP; • Relevant Agency Dept. AWP
	Preparation of Environmental Contingency Plan in the manner stated in Article 25 of this law and in co-ordination with the competent agencies for preparation of programs for confronting environmental disasters.	<ul style="list-style-type: none"> • Environmental Disaster Contingency Plan.
	Co-ordination with other competent authorities for the organisation and handling of hazardous materials.	<ul style="list-style-type: none"> • Guidelines for handling Hazardous materials; • HAZMAT database; • Follow-up and update reports.
	Participation in the preparation of the country's safety against the smuggling of substances and dangerous wastes causing environmental pollution.	<ul style="list-style-type: none"> • Definition of dangerous wastes and substances; • Draft legislation
	Co-ordination with competent ministry for international co-operation to ensure that projects financed by organizations and donor countries are in accordance with the environmental safety considerations.	<ul style="list-style-type: none"> • Intergovernmental and private sector agreements on environmental compliance.

